

# PARTNER WORK

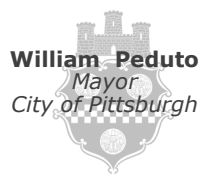
The Workforce Development Board for the Pittsburgh Area



*Building a thriving workforce for the Pittsburgh region.*

Board of Directors' Briefing Book

**D e c e m b e r 1 4 , 2 0 1 8**



Mark T. Latterner  
*Chair*



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**Powers, Beth**  
Senior Vice President and Chief  
Human Resources Officer  
ATI

**Schlosser, David**  
*Partner4Work Vice Chair*  
Retired Exploration and Production  
Executive  
EQT

**Staszko, Frank**  
Assistant Regional Director  
PA Department of Labor and  
Industry, Bureau of Workforce  
Partnerships and Operations

**Trybus, Jessica**  
*Partner4Work Secretary*  
Chief Games Officer  
Simcoach Games

**Washington, Dr. Nancy**  
Director  
Allegheny Housing Rehabilitation  
Corporation

## PARTNER4WORK (P4W) Board of Directors' Meeting and Annual Meeting of TRWIB, Inc.

7:45 to 9:45 a.m. December 14, 2018

Centre City Tower, Suite 2600, 650 Smithfield Street, Pittsburgh PA 15222

1. Welcome and call to order *Mark Latterner, Chair*
  
2. Chairman's Report and Consent Agenda *Mark Latterner*  
**APPROVE:** Minutes from the September 14, 2018, P4W Board meeting and December 8, 2017, TRWIB, Inc. annual meeting  
**ACCEPT:** \$45,000 in grant funding from Citizens Bank to support Industry Partnerships  
**ACKNOWLEDGE:** The actions taken by the Executive Committee since the last full Board meeting:
  - **Authorize:** Earl Buford, CEO, as an Authorized Signatory of Partner4Wok and as an Authorized Check Signatory of PNC Operating Accounts, replacing former Interim CEO Deb Caplan.
  
3. Partner4Work Transition Committee *Jack Mills*  
**ACTION:** Accept the P4W Transition Committee recommendations
  
4. Committee reports
  - I. Fiscal and Operations *Ed Hartman and Ray Herron*  
**ACTION:** Support organizational restructuring to support the new business model, which results in no impact on the current year budget
  
  - II. Governance *Deb Caplan*  
**ACTION:** 2019 Board of Directors' meetings, 8:30 to 10 a.m.
    - April 5
    - June 21
    - September 27
    - December 13**ACTION:** Align Board elections, appointments and reappointments to support the new business model
  
  - III. Service Delivery and Youth Programs *Jess Trybus and Deb Caplan*  
**ACTION:** Authorize the release the Request for Proposals for Title 1 (PA CareerLink®, TANF Earn services and In-School and Out-of-School Youth services on December 19, 2018.
  
5. Open forum and Public Comment Period  
*Individual speakers limited to three (3) minutes*
  
6. Adjournment

# Transition Committee Final Report and Recommendations

## Introduction

With the conclusion of the Partner4Work Transition Committee's work, recognition of its deeply informed and robust discussions regarding Partner4Work's new direction is well-deserved.

The committee discussed employers' needs and a new model for industry engagement and business services; services to job seekers, workers, and young adults and service gaps, as well as the value of developing a robust career path strategy able to meet the needs of all; and service delivery improvement and coordination. It reviewed related reading before its meetings and dug into presentations and data provided during the meetings.

The Transition Committee's rich dialogue provided valuable perspectives to Partner4Work's CEO and the organization's staff. They have made important progress already, in sync with the committee's emphasis on action. Since the Transition Committee's initial meeting, Partner4Work has, for example:

- Revised policy to allow individuals to receive multiple Individual Training Accounts (ITAs), thus supporting them along an A-Z career pathway. The policy also was made more flexible to support advancement, including related payment of union dues.
- Made substantive steps to hire a business services director.
- Convened a Transportation and Logistics Industry Council with businesses including Beemac, PJ Dick, and Waste Management. Subsequent sessions, including a hiring event with Beemac, have been scheduled. To address the sector's regional character, discussions are underway regarding joint work on the Industry Council with the Southwest Corner Workforce Development Board.
- Established stronger connections to the trades by participating in the Mayor's construction task force. Jack Ramage of the Master Builders Association of Western Pennsylvania will help involve businesses. Apprenticeships and other entry points are under discussion as ways to meet industry, job seeker, and worker needs.
- In financial services, steps to develop an Industry Council are underway, including innovative tools to meet businesses' hiring needs, building on the official designation of Pittsburgh as a BankWork\$ city. Design of BankWork\$, a no-cost banking career training program, is underway, with the launch in Pittsburgh planned for early 2019.
- Increased visibility and engagement within the community by hosting a community forum in partnership with the Pittsburgh Black Elected Officials Coalition in advance of the release of Request for Proposals for adult and youth services (WIOA, TANF, EARN/Work Ready). A second public session is planned for Dec. 18.

Through the Transition Committee's discussions, an agreement emerged among committee members on many recommendations. These recommendations, action steps, and principles follow.

## **Partner4Work Transition Committee Statement of Need and Charge**

Nationally recognized for innovation and tapped as Pennsylvania's Workforce Board of Excellence in 2014, Partner4Work (formerly Three Rivers Workforce Investment Board) has been a leader in workforce development locally and on a state and national level. With the organization in transition since late 2017, the Partner4Work Board of Directors launched an 8-month national search to identify a strong entrepreneurial and strategic individual to lead the organization through its next chapter.

In April 2018, the Partner4Work Search Committee identified Earl A. Buford, former Chief Executive Officer of Employ Milwaukee, as its next leader. Mr. Buford was appointed based on a successful track record of implementing business-led organizational models and programmatic innovation at Employ Milwaukee and WRTP/Big Step. The Board has every confidence that Mr. Buford is the experienced and accomplished leader to take the organization to the next level of achievement.

## **The role of Workforce Development Boards**

While services vary by state, workforce development boards (WDBs) direct federal, state, and local funding to workforce development programs. WDBs oversee Title I services and American Job Centers, where job seekers receive employment information and job search assistance, learn about career development training opportunities and connect to various workforce development programs and supportive services. Workforce funding also is used to provide numerous no-cost services to employers, including funding to onboard talent or upskill existing employees, provide access to capital, and to assist with talent sourcing and matching opportunities.

In addition to its role in helping employers train and hire qualified employees, WDBs also are required to work in conjunction with economic development agencies to minimize the reaction time and create resources to intervene for dislocated and incumbent workers.

Under new leadership, Partner4Work will evaluate its historical role in the greater Pittsburgh community and seek input on how to best meet the needs of business and industry and prepare those in the workforce to meet those needs.

## **Transition Committee – Purpose and Charge**

Workforce development represents a complex network of diverse stakeholders of varying objectives. This work is critical to the continued economic vitality of the region to ensure businesses find the talent needed to compete in a global economy and job seekers connect with the opportunity they need to thrive. With any change, particularly at the executive leadership level, the need to clearly understand and communicate a strong vision is critical to successfully implementing change.

The Partner4Work Transition Committee is an ad-hoc committee that has been established to help the new Chief Executive Officer understand the issues involved and establish a new business model to achieve key objectives. In addition, this Committee will assist in developing clear messages and communications objectives to position the organization within the community and avoid confusion in implementing a new approach to conducting business.

### **Committee Responsibilities**

With the assistance of a facilitator, the Partner4Work Transition Committee will:

1. Review and refine the vision to ensure understanding among stakeholders.
2. Set the tone for the transition by establishing a set of organizational values and guiding principles.
3. Identify key issues that need to be addressed in implementing a new business model.
4. Communicate to the public and other stakeholders the vision and direction of the new leadership.
5. Discuss Partner4Work branding and communications.
6. Evaluate the efforts to implement a new business model and recommend adjustments along the way.

### **Expected Deliverables**

With the leadership of the officers of Partner4Work, this Committee commits to the following deliverables within the next 90 days:

1. A vision and plan for a new business model.
2. Recommendations to Partner4Work for implementation of the new business model.
3. A set of communications objectives to stakeholders and the public on the direction of Partner4Work.
4. An inventory of employer and industry needs and an assessment of partner and service provider relationships.
5. A strategy to diversify funding.
6. A strategy to meet the needs of community members seeking training and placement services.

## Transition Committee Membership

**Diana Bucco**

President, The Buhl Foundation

**Dr. Quintin Bullock**

President, Community College of Allegheny County

**Debra Caplan**

Former Interim Chief Executive Officer  
Executive in Residence, The Forbes Funds

**Jane Downing**

Senior Program Officer, The Pittsburgh Foundation

**Ed Hartman**

Treasurer, Partner4Work  
Vice President, Finance, Aires

**Dr. Stephen Herzenberg**

Executive Director, Keystone Research Center

**Darrin Kelly**

President, Allegheny/Fayette Central Labor Council, AFL-CIO

**Lisa Kuzma**

Senior Program Officer, Richard King Mellon Foundation

**Mark Latterner**

Chair, Partner4Work  
Market President, Western PA, Citizens Bank

**Dave Malone**

President, Gateway Financial Services

**Dr. Suzanne Mellon**

President, Carlow University

**Stefani Pashman**

Chief Executive Officer, Allegheny Conference on Community Development

**Scott Pipitone**

President, Pipitone Group

**Jack Ramage**

Executive Director, Master Builders' Association

**Eric Ramsay**

Director, PA Department of Labor and Industry, Apprenticeship and Training Office

**David Schlosser**

Vice Chair, Partner4Work  
Retired Exploration and Production Executive, EQT

**Jessica Trybus**

Secretary, Partner4Work  
Chief Games Officer, Simcoach Games



## Meeting 1 – Introductory Meeting, August 28, 2018

**Overview:** The first meeting was used to review key Transition Committee documents, present for discussion a vision for a potential business model, and craft topics for upcoming sessions.

The group reviewed documents including the Transition Committee Statement of Need and Committee Charge and Guiding Principles. Members commented on the Guiding Principles and the Expected Deliverables section of the Transition Committee Statement of Need and Committee Charge.

The group identified the following italicized clarifications and additions to the Guiding Principles:

1. Continue, maintain, and build on Partner4Work’s best practices. *Assess and prioritize them based on Partner4Work’s future direction.*
2. Work closely with the Board of Directors, the Mayor and County Executive, and other stakeholders to build and connect Partner4Work to industry-led models. *To strengthen relationships with businesses and industry-led models, enable Partner4Work’s CEO to become a member of the Allegheny Conference on Community Development’s Workforce Development Committee and possibly its Board of Directors. To work closely with the Mayor and County Executive as the workforce development arm of the elected offices, build consistent leader-level relationships as well as establishing liaisons.*
3. Establish an ecosystem for financing change
4. Expand Partner4Work’s influence and strengthen its image at the regional, state, and national levels. *At the regional level, build a stronger regional alliance with neighboring workforce boards.*

The group identified the following italicized clarifications and additions to the Expected Deliverables section of the Transition Committee Statement of Need and Committee Charge:

1. A vision and plan for a new business model.
2. Recommendations to Partner4Work for implementation of the new business model.
3. *Recommendations to Partner4Work of priorities for an immediate, marquee success, and priorities for maximum long-term impact.*
4. A set of communication objectives to stakeholders and the public on the direction of Partner4Work. *Examples with impact in the Pittsburgh area that can be used to illustrate the principles Partner4Work will use in its industry-focused strategies.*
5. An inventory of employer and industry needs; an assessment of partner and service provider relationships, *roles, and funding; and an assessment of participants across programs.*
6. A strategy to diversity funding.
7. A strategy to meet the needs of community members seeking training and placement services.

The group concurred that Partner4Work's role is to connect the funding, resources, and opportunities for businesses, job seekers and workers, agencies, and policy makers to develop a thriving workforce for the Pittsburgh area. Earl Buford outlined the vision for a supply-demand model that includes employer-driven programs and strategic business services aimed to help individuals get from A to Z on a career pathway. While the conversation covered a variety of topics, the conversation fell into three interrelated focus areas: business engagement, people, and partnerships.

## Meeting 2 – Industry/Business Engagement, September 28, 2018

**Overview:** Mr. Buford presented a draft of what a business model could look like. In this draft model, Partner4Work would develop key relationships and gather intelligence by building industry councils and using them to make programmatic decisions to ensure Partner4Work is meeting the needs of employers while building pathways for job seekers and workers to fill the demand. Mr. Buford also offered an overview of the tools available to serve business and industry — on-the-job, customized and incumbent worker training, pools of job ready candidates, intelligence — and reminded the group that Partner4Work lacks the internal infrastructure to deploy those tools to the business community. This model would require a shift in contracting, as Partner4Work currently outsources this work to its providers, and development of the supporting internal infrastructure as Partner4Work does not currently employ individuals focused on building relationships with the business community.

The group discussion emphasized that this model would not replace the work of job developers at contracted service providers; rather, this would provide a more coordinated and strategic approach to business engagement. Additionally, in building pathways for job seekers and workers, their needs will drive the design and delivery of some services.

Mr. Buford discussed the limitations of the current funding structure, particularly as it relates to helping individuals on a career path. He noted that a braided, blended, funding model is necessary to help an individual beyond a first step or first job.

After significant conversation regarding job seekers, particularly those with barriers to employment and workers who are ready to move up but need assistance, the group concurred that the industry engagement and business services model would be best realized by redistributing existing resources and infusing the system with additional (private) resources. The group looks forward to improved results and the increased efficacy and impact the workforce system could have under the new model. Members of the Transition Committee agreed to be tapped to make connections, open doors, and champion the new model.

The group discussed the following opportunities:

- To be the primary advisor to grant makers about the efficacy, connectedness, of workforce initiatives prior to funding;
- To leverage federal dollars with grant funding to scale viable models; and
- To educate the business community about the resources available in order to promote apprenticeships, potentially in partnership with the Institute of Politics.

## Meeting 3/4 – Job Seekers, Workers, and Young Adults: services and service gaps; service delivery system improvement and coordination, October 12, 2018

**Overview:** The facilitator, Mr. Mills, noted that a slate of draft recommendations made by the Transition Committee in this meeting and its previous meetings would be distributed to the committee in advance of its meeting Nov. 30 where the committee's recommendations will be finalized. He also noted that the Partner4Work Board will consider the Transition Committee's recommendations at its Dec. 14 meeting.

Since the Transitions Committee had expressed its view that Mr. Buford and the Partner4Work staff should act, Mr. Buford summarized actions taken since the Transition Committee first met in August:

- Revised policy to allow individuals to receive multiple Individual Training Accounts (ITAs), thus supporting them along an A-Z career pathway. The policy was also made more flexible to support advancement, including related payment of union dues.
- Made substantive steps to hire a business services director.
- Moved forward on a Transportation and Logistics Industry Council, with a first meeting planned in the coming month. Participating businesses include Beemac, PJ Dick, and Waste Management. To address the sector's regional character, discussions are underway regarding joint work on the Industry Council with the Southwest Corner Workforce Development Board.
- Established stronger connections to the trades by participating in the Mayor's construction task force. Jack Ramage, of the Master Builders Association of Western Pennsylvania, will help involve businesses. Apprenticeships and other entry points are under discussion as ways to meet industry, job seeker, and worker needs.
- In financial services, steps to develop an Industry Council are underway, including innovative tools to meet businesses' hiring needs, building on the official designation of Pittsburgh as a BankWork\$ city. Design of BankWork\$, a no-cost banking career training program, is underway, with the launch in Pittsburgh planned for early 2019.

After review of handouts which offered a snapshot of the people using the workforce services in Pittsburgh and Allegheny County, Partner4Work's funded partners, and non-funded partners, the conversation regarding people focused on key areas including reaching individuals not already accessing services; adding supportive services for individuals accessing workforce services and workers; working with organizations that are trusted by residents of Pittsburgh's neighborhoods who would otherwise be disconnected from the workforce system; working with employers to identify or create career pathways; diversify funding; and identifying the value-add to employers of participating in Learn & Earn; and transitioning Learn & Earn from a one-off summer program to a more strategic pipeline development approach.

Opening the doors to economic opportunity so that all individuals can benefit from Pittsburgh's new prosperity set the stage for the partnership conversation. This work can be achieved initially by the development of industry councils and by assessing the landscape of providers to determine strengths and identify gaps. The conversation around partnerships focused on key areas including strengthening relationships with selected secondary and postsecondary schools, community organizations, and the Department of Human Services; providing for strategic relationships between selected postsecondary schools and industry; developing geographic multi-service hubs, using a career pathway approach that helps job seekers and workers move up while meeting industry needs; and encouraging job quality and equity in employment across race and gender.

In discussing the infrastructure and funding necessary to implement business services and service delivery coordination, the discussion focused on reducing the funding allocated to contractors and building the team necessary to provide both; coordinating relationships with providers to help organizations do what they do best and partner with other organizations, potentially through development of a coordination council model; building a funding collaborative to fill gaps; and communicating what the changes will yield.

#### **Meeting 4 – Final Transition Committee Meeting, November 30, 2018**

The primary purpose of this meeting was to review and finalize the combined recommendations agreed on during previous meetings.

## **Transition Committee Recommendations to the Partner4Work Board of Directors**

### **Addressing employer and industry needs by providing a pipeline of talent**

1. Build an employer-driven industry engagement model that will drive programmatic decision making, the allocation of resources, and a business services model that meets employers' need in finding and retaining talent.
2. Prioritize engagement with employers who want to play a role in working to solve their workforce problems.
3. Build stronger leader-to-leader relationships with employers, employer organizations, industry affiliations, the Allegheny Conference on Community Development, unions and labor management agencies, public officials, and others; utilize Workforce Development Board expertise.
4. Redistribute existing resources including funding from WIOA and other public sources and infuse the system with additional (private) resources to support employer-driven industry engagement and business services.
5. Demonstrate and communicate improved results, increased efficacy, and greater impact of the workforce system under the new employer-driven industry engagement and business services model.
6. Strengthen communications to gain engagement, the influence of, and support from employers by messaging improved results and successes of the new model.

### **Service delivery that meets the needs of job seekers, workers, and youth**

1. Conduct market segmentation research to identify the individuals served, understand their strengths and the challenges they face, and identify the partnerships necessary to affect change; develop data systems to support the evaluation of programmatic outcomes, reporting outcomes, and continuous improvement.
2. Use a career pathways model linked to industry sector strategy and high-demand occupations to provide youth, job seekers, and workers with opportunities for upward mobility and to provide a pipeline that meets employers' needs; engage industry councils to define clear career pathways.
3. Identify and coordinate needed wrap-around services at all levels of career pathways by being responsive to a person's needs in real time.
4. Provide coordination, by developing a coordination council or other model, that supports having organizations do what they're best at and partner with other organizations for other services.

5. Establish higher performance standards for program outcomes important to Partner4Work goals and strategies; provide subcontractors with clear expectations; hold them accountable if outcomes are not met.

**Strengthen system coordination to support business services and service delivery and other**

1. Describe the results that will come from industry council coordination, business services, and service delivery coordination.
2. Reorganize and reallocate funding to support the staffing needs and related costs of service delivery coordination and business services.
3. Meet employer needs; improve job quality; and strengthen employment equity, inclusion, and diversity.
4. Develop strategic partnerships with secondary and post-secondary education, and with human services, based on shared goals and desired outcomes.
5. Connect with the K-12 system to develop connections with career pathways and the Pittsburgh Council on Higher Education (PCHE) schools to increase success in earning career-pathway related industry-recognized credentials, associates degrees or higher education, thereby benefiting job seekers, workers, and industry.
6. Develop robust linkages with higher education providers including interactions between them and Industry Councils convened by Partner4Work, based on shared goals and desired outcomes, and significant capacity to meet desired outcomes.
7. Put systems in place to assure that all governmental funding is deployed in support of Partner4Work's goals, objectives, and strategies, drawing on the Transition Committee's recommendations.

**Transitions Committee Agreement:** Committee members will make connections, open doors, and champion Partners4Work's implementation of the new employer-driven industry engagement and business services model and the committee's other recommendations.

## **Bold next steps**

The Partner4Work Transition Committee strongly recommends the following actions and principles to achieve a new business model and encourages support by the Board of Directors:

- Restructure the organization by reallocating budgeted funds to support the new business model.
- Develop a new funding model, which includes a funding collaborative, to achieve these objectives.
- Ownership and advocacy of these changes by the Board of Directors is a critical factor for success.
- Creation by the staff of detailed plans and reporting mechanisms for the Board and its Committees.
- Use research, data, and outcomes as a fundamental driver of the organization's direction, for continuous improvement, and as the starting point for strategies to work with job seekers, workers, and employers on equity, inclusion, and diversity, in particular.
- Pursue a leadership role in national, state, and local workforce development efforts.
- Communicate the business and service delivery model to employers and the community at-large.

**Minutes of Partner4Work Board of Directors' Meeting**

650 Smithfield Street, Suite 2600, Pittsburgh PA 15222

7:45 to 9:45 a.m.

September 14, 2018

**Board Members Present**

Allen, Will  
Barcaskey, Rich  
Bell, Natalie  
Block, Don  
Bullock, Dr. Quintin  
Caplan, Debra  
Cherna, Marc  
Coplan, Dave  
Dugan, Ann  
Gittlen, Ike  
Hartman, Ed  
Kuzma, Lisa  
Lane, Majestic  
Latterner, Mark  
McLaughlin, Cat  
Nobers, Jeff  
Pipitone, Scott  
Powers, Beth  
Schlosser, David  
Staszko, Frank  
Trybus, Jess  
Washington, Dr. Nancy

**Board Members Absent**

Belechak, Joe  
Copper, Mary Frances  
Katona, Marci  
Kelly, Darrin  
Massaro, Steve  
Pollard, Joshua

**Guests Present**

Como, Lori  
Gant, Sonya  
Jelks-Seale, Janine  
Killmeyer, Debbie  
Lampman, Chester  
Shields, Cynthia

**Staff Present**

Buford, Earl  
Carey, Tracey  
Ford, Carolyn  
Herron, Ray  
Martino, McCrae  
Moore, Dillon  
Mosley, Franklin  
Pajewski, Jennifer  
Puskar, Susie  
Smith, Andy



## **Board Meeting Minutes (continued)**

Chair Mark Latterner opened the meeting at 7:47 a.m. with a roll call. Mr. Latterner announced a quorum present and the receipt of four proxy ballots, approving all items.

Mr. Latterner further welcomed and introduced Tracey Carey, Chief Strategy Officer and Director of Midwest Urban Strategies, the 13-member consortium of urban workforce boards Partner4Work joined in June.

The meeting opened with a conversation with Dan Gilman, Chief of Staff, Office of Mayor William Peduto. Chief of Staff Gilman spoke about the Mayor's vision for workforce development under his OnePgh initiative and collaboration with Partner4Work (P4W). Among priorities discussed:

- Pipeline development beginning in the public-school system
- Project labor agreements for city building projects
- Common application for the trades.

To forge a close collaboration between the Mayor's office and Partner4Work and further a shared agenda, Mr. Gilman announced that Cynthia Shields, former P4W director and recent executive fellow at the city, would return to P4W as a full-time employee serving as an official liaison of the Mayor's office. Ms. Shields would rejoin P4W in early October.

Subsequent conversation revolved around the ideas of expanding the Learn & Earn program to a year-round model with better connections to high schools and Career and Tech Education, tracking of the program participants, and joint advocacy efforts around driver's license suspensions and revocation for non-driving related offenses.

## **Consent agenda**

The consent agenda action items:

- Approve the minutes from the June 1 and June 28 Board meetings
- Accept grant funding
- Accepting several immaterial updates to P4W policies, including changes in contact names and phone numbers

**On a motion by Dave Coplan, seconded by Jeff Nobers, the consent agenda was approved.**

## **Transition Committee**

Mr. Latterner refreshed the Board about the P4W Transition Committee, which had assembled for the first time in late August. Comprised of board officers and other key stakeholders, including funders, education and economic development, the committee will draft a business model as well, possibilities to improve and fund workforce development ecosystem of the region, and opportunities to better serve people. Mr. Latterner

CEO Earl Buford provided the overview of the work of the group. Primarily, he intends to achieve three things: continue the successful work of the organization, build a business services strategy and the funding model to support that work.

In addition, Mr. Buford led the group through a high-level presentation on:

- The Workforce Innovation and Opportunity Act
- A concept and potential model industry advisory councils assembled to inform programmatic decision making and to ensure career pathway opportunities is available for the people served (job seekers, workers, youth).
- The idea of a funding collaborative to fund the service gaps where public dollars fall short. Specifically, dollars should be used to help people along a career path, being more sophisticated about how P4W and its providers serves people.

While conversation focused funding, training models being used by businesses in the region, communication of key successes and education, particularly to HR professionals and professional organizations, the group strongly supported a business-led and driven strategy to drive decision making and resource allocation. Work of the Transition Committee would continue through November with a final report and recommendations to the board expected at the December meeting.

## **Committee Reports**

### **Fiscal and Operations**

Treasurer Ed Hartman reported:

*Partner4Work ~ Centre City Tower, Suite 2600 ~ 650 Smithfield Street ~ Pittsburgh, PA 15222*

## **PARTNER WORK**

- Schneider Downs is preparing for its annual audit; draft audited financial statements expected in late fall.
- Conversations underway regarding administrative and indirect costs while continuing to build the infrastructure needed to support current and future funding.
- Accounts receivable higher than normal at \$3.3 million due to provider invoicing timing; consistent with prior years.
- A \$600,000 decrease in temporarily restricted funds due to the intentional spending of private dollars and reduced fundraising activity.
- \$1.5 million below budget in spending due to TANF and Learn & Earn programming and staffing.

### Youth and Governance

Chair Deb Caplan reported:

- Program year 2017 concluded with 84 percent of in-school and out-of-school youth having earned a credential; 47 percent of out-of-school youth and 17 percent of in-school youth reported being employed or in post-secondary education. These were preliminary outcomes.
- P4W on track to meet most state performance measures. A data validation and timing issue may be causing P4W to miss one performance outcome; P4W is working with the state to understand.
- Year-round providers were 30 percent enrolled as of July 31. Out-of-school providers were at 10 percent, as in previous years.
- The Request for Proposals for youth services would be issued in the fall with contract start dates of July 1, 2019.
- Learn & Earn served more than 1,800 young people in 2018, a slight increase from the previous year.
- 30 corporate internships have been secured for 2018 including the AIU, Aires, ATI, Citizens, EQT, PNC, and UMPC. Young people are being interviewed for corporate positions and few have been placed.
- The work of the Transition Committee will likely inform the recruitment strategy for Learn & Earn 2019 corporate program.

Ms. Caplan announced the resignation of Steve Nolder from Calgon Carbon. Mr. Nolder resigned due to other obligations and commitments. In addition, Ms. Caplan announced that the work of the committee would get underway concurrent in late fall to begin discussions around elections and appointments of key and required board seats. She also led a call to serve for members for the Governance Committee. Interested Board members were instructed to contact her.

Group discussion focused on the need to improve Learn & Earn, particularly in transitioning the program into a pipeline development model to benefit business and young people. The group discussed the need to assess and provide an overview of the young people served; recruit earlier, more deliberately; tracking participants.

### Service Delivery

Chair Jess Trybus provided an overview of several recommended changes to Supportive Services and Individual Training Account (ITA) policies. The proposed changes, based on national best practices, included changes to allow Supportive Services funding to be used to pay union entrance fees or uniforms and for the ITA policy to be revised to allow for individuals to receive more than one per lifetime to move along a career pathway. Group discussion revolved around the definition of a career pathway and tapping into the business community to understand specific paths and opportunities within organization. The group concurred that greater flexibility within the policies would better serve job seekers and workers.

On a motion by Dr. Quintin Bullock, seconded by Beth Powers, motion passed by unanimous vote.

### OPEN FORUM

Earl Buford welcomed Cynthia Shields's return to Partner4Work and reported that staff has been tasked with conducting a mapping session of the system; to illustrate what happens to job seekers when they enter the system. Results of that work will be shared at later meetings.

### ADJOURNMENT OF MEETING

**On a motion by Ike Gittlen, seconded by Jess Trybus, the meeting adjourned at 9:40 a.m.**

**Minutes of Partner4Work Board of Directors' Meeting**  
**Minutes of TRWIB, Inc., annual Board of Directors' Meeting**  
Centre City Tower, Suite 2600, 650 Smithfield Street, Pittsburgh PA 15222  
7:45 to 10:15 a.m.  
December 8, 2017

**Board Members Present**

Allen, Will  
Barcaskey, Rich  
Belechak, Joe  
Block, Don  
Cherna, Marc  
Cooper, Mary Frances  
Coplan, Dave  
Dugan, Ann  
Gittlen, Ike  
Hartman, Ed  
Hippert, Dr. Linda  
Katona, Marci (phone)  
Latterner, Mark  
Massaro, Steve  
McLaughlin, Caitlin  
Nobers, Jeff  
Pipitone, Scott  
Pollard, Joshua  
Powers, Beth  
Schlosser, David  
Staszko, Frank  
Trybus, Jessica

**Board Members Absent**

Bullock, Dr. Quintin  
Charlton, Don  
Ferraro, Melissa  
Fisher, Laura  
Kuzma, Lisa  
Lane, Majestic  
Lucore, Rebecca  
Nolder, Steve  
Shea, Jack  
Stambaugh, Craig  
Washington, Dr. Nancy

**Guests Present**

Black, Melvina  
Como, Lori  
Greene, Mariah  
Jelks-Seale, Janine  
Gant, Sonya  
Lampman, Chester  
Maclsaac, Steve  
Megenhardt, Dave  
Sljva-Bylstone, Amy  
Spencer, Monet  
Strothers, Jory  
Tokar, Joe

**Staff Present**

Caplan, Debra  
Herron, Ray  
Krekanova Krofcheck, Vera  
Martino, McCrae  
Pajewski, Jennifer  
Puskar, Susie  
Saulle, Laura  
Smith, Andy

## **Board Meeting Minutes (continued)**

Chair Mark Latterner opened the meeting at 7:45 a.m. and announced that the meeting also would serve as the annual meeting of TRWIB, Inc. He took roll and announced a quorum present.

Before introducing special guests, Mr. Latterner began the session with the public recognition of longtime Board members Jack Shea, President of the Allegheny County Labor Council, AFL-CIO, and Laura Ellsworth, Partner-in-Charge of Global Community Service Initiatives. Mr. Shea announced his retirement effective Dec. 31; Ms. Ellsworth resigned from the board in September shortly before announcing her run for Governor.

In addition to acknowledging Mr. Shea and Ms. Ellsworth, Mr. Latterner welcomed new members Frank Staszko, assistant regional director of the state Department of Labor and Industry's Bureau of Workforce Partnerships and Operations, and Darrin Kelly, incoming president of the Allegheny County Labor Council.

Mr. Latterner welcomed special guests Steve Maclsaac, Jory Strothers, Melvina Black, Mariah Green, and Monet Spencer, Neighborhood Learning Alliance, who attended the meeting to speak with the Board about the Warrior and College to Career Readiness programs.

Executive Director Steve Maclsaac provided the group with a history of the programs and spoke about NLA's on-going partnership with Partner4Work, specifically he spoke about leadership opportunities awarded to young people through the Tech and Reading Warrior programs and the opportunities for some young adults to earn college credits through partnership with Community College of Allegheny County and Carlow University. The young adults attending with Mr. Maclsaac spoke of their individual circumstances and the impact programming made on their immediate and long-term futures. All of the young people thanked Partner4Work for the continued investment in NLA and its programming.

## **GENERAL BUSINESS**

### **Elections**

Deb Caplan, the Interim CEO, led the group through the election of officers in the absence of Dr. Nancy Washington, interim chair of the Governance Committee. Ms. Caplan reminded the group that as a condition of her accepting the role of Interim CEO, she asked current board members and officers to stay in place during the search and transition. While members agreed, former Vice Chair Laura Ellsworth resigned her position in September to announce her candidacy for governor. The Governance Committee nominated David Schlosser of EQT to serve as Vice Chair for one year. The Governance Committee proposed the following slate to fill a one-year term:

- Chair, Mr. Mark Latterner, Market President, Citizens Bank
- Vice Chair, Mr. David Schlosser, President of Production and Exploration, EQT
- Treasurer, Mr. Ed Hartman, Vice President of Finance, Aires
- Secretary, Ms. Jessica Trybus, Chief Games Officer, Simcoach Games

**On a motion by Dave Coplan, seconded by Rich Barcaskey, the officers were elected by unanimous vote.**

### **CEO Search**

Mr. Latterner updated the group on the search for the next Partner4Work CEO. He informed the group that Partner4Work engaged the services of Boyden Executive Search following extensive research and outreach. He remarked that Ms. Caplan did due diligence speaking with many leaders from the public and non-profit sectors to solicit referrals and recommendations. Boyden, which recently conducted searches for the African-American Chamber of Commerce and the Allegheny Conference on Community Development, came highly regarded for its national reach and local presence.

After signing the agreement with Boyden, the Search Committee met to finalize the CEO job description and timeline, agreeing to have a new CEO in place by mid-April. Mr. Latterner asked the Board to refer candidates directly to Boyden and announced that the job description would be shared electronically in the password-protected Board portal.

Mr. Latterner concluded his comments with his thanks to the Hillman and RK Mellon foundations for supporting the CEO search with \$25,000 each. A third request, also for \$25,000, is pending with The Heinz Endowments.

### **Strategic Plan**

Ms. Caplan thanked the Board for its willingness to participate and approve at a special meeting in October. In particular, she thanked the Board for its commitment to focus in three key areas: business engagement, influence, and regionalism.

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Ms. Caplan directed the group to the dashboard included in the Briefing Book and acknowledged the individuals who have agreed to chair Task Forces: Mark Latterner and David Schlosser, co-chairs of the Regionalism Task Force; LaTrenda Leonard Sherrill, chair of the Influence Task Force; and Lisa Kuzma, co-chair of the Business Engagement Task Force. Ms. Kuzma's co-chair would be identified in the coming months.

Ms. Caplan said by the end of the year, Mr. Latterner and Mr. Schlosser would be reaching out to executive directors and other Workforce Development Board chairs to convene an initial conversation in January. This effort would help Partner4Work better understand the strengths and challenges of our neighbors and set the stage for collaboration on a regional scale.

Given her role with the City of Pittsburgh and her understanding of the public workforce system and its challenges, Ms. Sherrill was a natural fit to identify Task Force members who could develop an agenda around advocating for the use of technology, access to wage records, and data sharing agreements, Ms. Caplan said.

Finally, Ms. Caplan reminded that business engagement continues to be an opportunity area for Partner4Work, with better connections needed between the business community and the public system. While Partner4Work is encouraged by former CEO Stefani Pashman's new role at the Allegheny Conference, there's much more to do regarding business engagement including understanding the challenges faced by the business community and the role of P4W and its partners in solving those challenges.

Following Ms. Caplan's report, the Board engaged in significant conversation around business engagement, particularly around developing career paths for high school students, serving as "HR" for small businesses lacking the manpower to recruit, helping adults navigate the landscape of supportive services (child care, transportation, career coaching, etc.), and solving supply-demand from the ground up, assembling advisory committees of youth and adult job seekers and businesses to inform decision-making at the board level.

### **Consent Agenda**

The consent agenda included the following actions:

- Approve the minutes of the September and October Board meetings and the 2016 annual meeting of TRWIB, Inc.
- Acknowledge the actions taken by the Executive Committee meeting since the last full Board meeting. This includes:
  - Approve the One-stop partner MOU
  - Accept \$300,000 from Google (which we will discuss in more detail later in the agenda)
- Accept \$45,000 from Citizens Bank for Pittsburgh Works
- Accept \$25,000 each from RK Mellon and Hillman foundations for the CEO Search
- Accept \$100,000 from The Pittsburgh Foundation for Choice Neighborhoods Initiative.

**On a motion by Rich Barcaskey, seconded by Marc Cherna, the consent agenda passed by unanimous vote.**

### **COMMITTEE REPORTS**

#### **Youth**

Ms. Caplan announced headway on Learn & Earn MOU for 2018. Ms. Caplan and Chief Program Officer McCrae Martino met with Mayor Peduto and the County and City Teams to finalize details for the upcoming summer. Ms. Caplan and Ms. Martino said they expected the MOU to be finalized and up for City Council vote in January.

The group discussed opportunities to expand the corporate internship experience. The group discussed fundraising, engaging in conversations with employers earlier in the year, and holding an information session with Pittsburgh Human Resources Council about the program.

Ms. Caplan continued with a report on year-round youth programs.

- Midway through the second quarter after exit, 69 percent of out-of-school youth earned credentials during the last program year.
- Nearly 40 percent of OSY have been placed in employment or post-secondary education with documentation. Placement numbers are expected to increase when the state runs wage record data; P4W expects to meet year-round performance goals for PY16.
- 88 percent of in-school youth earned a credential and 54 percent have been placed in post-secondary or employment.
- The Youth Advisory Committee continues to monitor current provider performance and discussion on the next RFP for year-round programs will be released in a year.

- P4W is in year three of a four-year contract cycle. The Committee and staff are benchmarking costs and models at other workforce boards, consulting with providers about what is working and what needs to shift, and talking directly to youth to determine how best to connect them with career pathway employment and education

### **Adult Programs**

Ms. Caplan opened the report with her thanks to Ann Dugan, former chair of the Service Delivery Committee who announced her decision to step down. Ms. Caplan and offered several updates.

- The \$3 million contract with United Labor Agency, the contractor providing Title 1 adult and dislocated worker services in the PA CareerLink offices, calls for 1,800 placements. ULA is on target to meet the goal with 775 placements through the end of November.
- Given the transition in the CEO's position, the contract with ULA has been extended through June 2019.
- The contract extension will allow for continuous improvement.
- Following a competitive procurement process, P4W contracted with Fourth Economy as the one-stop operator.
- Fourth Economy coordinates service delivery among partner agencies in CareerLink centers. To date, Fourth Economy has created a shared mission and vision for the partners and created working committees to increase referrals, coordinate business engagement, and assess outreach efforts.
- Fourth Economy continues to develop a strategy for engaging partners new to the one-stop system, such as the Housing Authority and TANF.
- As a requirement of WIOA, P4W will evaluate Fourth Economy sixth months into the contract.
- P4W has fiscal and administrative responsibility for \$4 million in Allegheny County TANF funds, serving 1,700 people per year through four contracted providers.
- EARN and Work Ready operate with TANF funds.
- EARN provides career and training services to recipients of TANF funds. Most of the individuals served are young, single mothers, who receive services through centers in Wilkesburg, McKeesport, and Downtown. Ultimately, the objective is to decrease dependency on public assistance and establish self-sufficiency.
- The other component, Work Ready, serves a more complicated population. These are individuals with multiple barriers to employment including the lack of childcare or transportation, education or work experience.
- Individuals served through Work Ready receive assessment, evaluation, supportive services, work-related activities, and training services to help prepare for employment.
- While we maintained existing contracts for this year, we are looking at best practices and ways of integration for the future.

### **Audit/Finance**

Treasurer Ed Hartman offered a short update, acknowledging that work on the Audit for the fiscal year ending June 30, 2017, continues and is expected to be approved by the Finance Committee in early 2018, and Chief Financial Officer Ray Herron and the fiscal team will evaluate the fiscal monitoring of P4W partners, determining what monitoring would be handled internally and what would be contracted with an outside source.

### **Governance**

Mr. Dave Coplan offered the Governance Committee report in the absence of Dr. Washington. He again welcomed Frank Staszko to the Board and highlighted the proposed changes to the Bylaws included in the Briefing Book. Those proposed changes included limiting the number of individuals participating in the Executive Committee and allowing for the creation of Task Forces and Sub Committees.

**On a motion by Don Block, seconded by Jeff Nobers, the changes to the Bylaws were passed by unanimous vote.**

Mr. Coplan also proposed dates for 2018 Board meetings. Board meetings would be held from 7:45 to 9:45 a.m. on

- March 23
- June 1
- September 14
- December 14

All meetings would be held at Partner4Work offices.

**On a motion by Ann Dugan, seconded by Scott Pipitone, 2018 Board meeting dates were approved by unanimous vote.**

### **CEO's Report**

Ms. Caplan offered additional updates.

- Partner4Work has been tapped to receive \$300,000 from Google to teach digital skills to 25 in-school youth and 25 out-of-school youth in 2018. The curriculum will blend online instruction from Google Engineers with in-person case management and instruction from local organizations. Courses will begin in January and will last for 8-10 months. Students will learn the skills necessary to gain entry-level careers in IT support. In addition, Partner4Work, along with the Massachusetts Institute of Technology (MIT), the National Association of Workforce Boards and others, is working on an initiative to advance technology skills and lifelong learning in the United States.
- Also, Pittsburgh has been announced as one of 238 cities competing to host Amazon's second headquarters, expected to bring with it 50,000 well-paying jobs with it. An announcement on the short list of finalist cities is expected in early 2018.
- And, Partner4Work and a delegation from Neighborhood Learning Alliance met with several Robert Morris University deans and leaders to discuss opportunities for partnership. The opportunities include TechHire, apprenticeships, youth programming and expanding the college in career readiness program.

### **OPEN FORUM/PUBLIC COMMENT**

There was no additional comment from the Board or the public.

### **ADJOURNMENT OF MEETING**

**On a motion by Ann Dugan, seconded by Dr. Linda Hippert, the meeting adjourned at 9:41 a.m.**

**Earl Buford**  
*Chief Executive Officer*

**Matt Aelmore**  
Program Evaluation Manager

**Jack Bailey**  
Program Evaluation Assistant

**Crystalline Barger**  
Learn and Earn Assistant  
Manager

**Alex Bice**  
PULSE Fellow

**Tracey Carey**  
Chief Strategy Officer

**David Conway**  
Youth Program Coordinator

**John Crowe**  
Program Coordinator, EARN  
Work Ready

**Ryan Dodson**  
Junior Accountant

**Carolyn Ford**  
Contract Administrator

**Julia Gagosian**  
PULSE Fellow

**Shuly Goldman**  
Learn and Earn Manager

**Ray Herron**  
Chief Financial Officer

**Raihan Zimbetova**  
Program Manager, EARN &  
Work Ready

**Nic Jaramillo**  
Operations Manager

**Katrina Kadisevskis**  
Adult Program Coordinator

**Lenny Kistler**  
Youth Programs Manager

**Dylan Knutson**  
Grant Writer

**Erin Kucic**  
Compliance Specialist

**Edgar Largaespada**  
Research Fellow

**Markese Long**  
Community Engagement  
Specialist

**McCrae Martino**  
Chief Program Officer

**Cory Matz**  
IT Specialist

**Jesse McLean**  
EARN Supportive Services  
Coordinator

**Dillon Moore**  
Director of Policy

**Franklin Mosley**  
Receptionist

**Jennifer Pajewski**  
Director of Special Relationship

**Nathan Petrillo**  
Communications Manager

**Susie Puskar**  
Director of Youth Innovation

**Davina Reed**  
Fiscal Compliance Specialist

**Kris Roper**  
Senior Accountant

**Laura Saulle**  
Director of Pittsburgh Works  
Partnerships

**Andy Smith**  
Director of Adult Workforce  
Programs

**Katrina Steinley**  
Research Fellow

**Lara Sullivan**  
Program Manager, WIOA Title 1  
Adult & Dislocated Worker  
Services

**Jason Thompson**  
HR Specialist



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**Mission**

Lead the development, integration, and implementation of a world-class workforce development system in Pittsburgh and Allegheny County.

**Vision**

We will be a community leader, an innovator, a strong partner, inclusive, a bridge builder between human services and workforce development systems, a model workplace.

**Values**

We will lead with integrity; treat individuals respectfully and support all individuals in their quest for meaningful employment; be inclusive in recognizing diversity; be excellent stewards of public resources; respect employers' diverse talent needs.

**Partner4Work**

Centre City Tower, Suite 2600  
650 Smithfield Street  
Pittsburgh, PA 15222  
Phone: (412) 552-7090  
Fax: (412) 552-7091  
[www.partner4work.org](http://www.partner4work.org)

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